

KITSAP



ECONOMIC
DEVELOPMENT
ALLIANCE

2019 ACTION PLAN



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Inspired Economic Development

Kitsapeda.org | KitsapConnected.org | Campaign4Kitsap.com



OUR MISSION:

Through a partnership of business and government, KEDA focuses on attracting investment and growing jobs through retention, expansion, and recruitment of primary business.

Kitsap Economic Development Alliance

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Kitsapeda.org | KitsapConnected.org
Campaign4kitsap.com



Inspired economic development

THE KITSAP ECONOMIC DEVELOPMENT ALLIANCE

Connecting businesses to valuable relationships and resources, shaping Kitsap's future.

What Does KEDA Do?

KEDA promotes economic opportunities throughout Kitsap County by telling the story of Kitsap's economic composition, character, competitiveness, and integral role in the Central Puget Sound regional economy... Our Alliance champions Kitsap County as a prime Puget Sound business location. KEDA provides free customized services to business clients in a confidential manner on opportunities and challenges, including:

Acts as a Liaison (Business to Business, Business to Government)

- Utilizes network of contacts & resources to provide assistance to business, overcome obstacles and open doors
- Provides input to governing bodies to ensure attractive business environment

Promotes Kitsap as a Desirable Place to do Business/Works to Open New Markets

- Strategic partners include: Aerospace Futures Alliance, Kitsap Aerospace & Defense Alliance; Kitsap Commercial Investment Brokers; Kitsap Chambers of Commerce; Puget Sound Regional Council; Washington State Department of Commerce; Washington Military Alliance; and Washington Maritime Federation
- Partners with local and regional media outlets to promote Kitsap as prime business location
- Uses social media channels and multiple digital tools to increase & optimize reach

Business Consulting

- Review of needs for growth; follow up with options (E.g.: sites for expansion; workforce development options, B2B and B2G relationships)
- Review of any challenges; follow up with options
- Industry certifications - information and assistance
- Referrals to potential partners, resources

Provides Market Research/Statistical Data

- Key market research & analysis for business, including: economic indicators, demographics, labor availability, wages, taxes, housing costs, business environment and available sites
- Easy to access on KEDA website
- Custom research of existing data
- Business environment

Workforce Recruitment and Training

- Works closely with local employers and educational institutions on workforce development needs
- Assists companies with hiring/training employees by coordinating involvement with appropriate educational institutions and government entities

Public/Private Partnership

- Works with city and county government re: land use, comp plan updates, policy as it relates to business development

Referral Network

- KEDA is part of a local and state network of business assistance agencies and can provide referrals and introductions to partners with expertise in funding, exporting, business plan analysis and more

Coordinates Business Events & Education

- Annual Economic Forecast Event (Decision Makers Breakfast) and Decision Makers II (focusing on current economic development topics)
- Host *West Sound Innovators* Meetups
- Collaborate on and promote events during Global Entrepreneurship Week
- Work with Kitsap Business Forum team for transition to KBF 3.0; collaborate on minimum 2 sessions in 2019
- Government contracting workshops and outreach events

Represents Kitsap economic development interests at national, state, regional & local levels

Including: The International Economic Development Council (IEDC); Site Selectors Guild; Washington State Department of Commerce; Central Puget Sound Economic Development District (EDD) Board; Puget Sound Regional Council (PSRC); Olympic Workforce Development Council (OWDC); Washington Economic Development Association (WEDA); Aerospace Futures Alliance (AFA); Kitsap Regional Coordinating Council (KRCC); Kitsap Aerospace & Defense Alliance (KADA); Washington Military Alliance (WMA); Washington Maritime Federation (WMF); Washington Technology Industry Alliance (WTIA); Washington Clean Technology Alliance (WCTA); West Sound Education Leadership Council (WSEL); Trade Development Alliance of Greater Seattle; local Chambers of Commerce; and VisitKitsap

Communications & Marketing

- Website, blog, Monthly Management Tips and newsletter offer a comprehensive source for economic news and information
- Social media channels provide useful information and tips to business
- Monthly column in Kitsap Peninsula Business Journal
- Presentations to community groups on topical issues
- Multi-media communication strategy promote to Kitsap County

Permitting

- Introductions and/or follow up for new and expanded facility needs
- Troubleshooting when problems arise

Site Location Assistance

- Multiple digital tools for market research, data and analytics, and GIS property search
- Information on commercial & industrial parks and property including customized maps, available buildings, land and build-to-suit facility availabilities
- Meets & coordinates with Kitsap Commercial Investment Brokers (KCIB)
- Manage RFPs from Washington State Department of Commerce

Site Visit Assistance

- Facilitate tours and ground transportation; schedule interviews/meetings with local government, utility and workforce providers

Government Contracting/PTAC (Procurement Technical Assistance Center)

- Business counseling for companies seeking or wishing to expand government contracts (marketing & selling to federal, state and local government agencies & prime contractors)
- Workshops & Training including: Contracting Coffee Hour, Proposals, Marketing to the Government, and Succeeding as a Subcontractor.
- Review line cards and capability statements
- Proposal review
- Resources and Information (Prime Contractor Lists, Government Small Business Program Manager Contacts, Forecasts, Biz Opps)
- Assist agencies, departments and primes re: compliance with federal and state procurement socio-economic goals
- Assist with federal and state socio-economic certifications

LEAD INITIATIVES

Focus on Business

Business Retention, Expansion, Recruitment (BRER) activities for targeted regional economic clusters: Military/Defense; Maritime; Advanced Manufacturing; Aerospace; Emerging Technologies; ICT; Healthcare; Tourism; and Business Services

Regional Opportunities & Relationships

- Leverage Kitsap’s adjacency to the I-5 corridor by promoting Kitsap’s connectivity and competitive advantages with targeted marketing
- Focused emphasis on Puget Sound Region industry clusters psrc.org/our-work/regional-economic-strategy
- KEDA will participate in several key regional economic development initiatives: Washington Military Alliance; Washington Maritime Federation; Aerospace Futures Alliance; Global Cities Initiative; and, the Central Puget Sound Economic Development District’s Regional Economic Strategy, Association of Procurement Technical Assistance Centers (APTAC) Region 10.
- Input regarding land use/codes, permits, planning as requested by jurisdiction partners
- Small Business BRER: As the majority of a community’s new jobs are created by small business, KEDA will focus on small business assistance.
 - Support and participation in programs such as: BE\$T, 6-Month Startup, Small Business Development Centers (SBDC) and PTAC.

Washington PTAC/Washington Military Alliance (BRER)

- Kitsap’s strong Navy presence supports nearly 30,000 military and civilian jobs in Kitsap County generating \$6B annually in economic impact
- KEDA’s Procurement Technical Assistance Center provides assistance to local businesses on (all levels of) governmental contracting and subcontracting opportunities kitsapeda.org/ptac
- Washington Military Alliance (WMA) program focus on diversifying defense contractors revenue stream will be key for Kitsap clients wamilitaryalliance.org/
- Assist agencies, departments, and primes regarding compliance with federal and state procurement socio-economic goals

KADA (BRER)

- Kitsap Aerospace and Defense Alliance is a broad-based alliance of business and community leaders formed in 2011 to advance efforts to attract investment and employment in the region’s rapidly expanding aerospace sector
- KADA collaborates with the Washington State Department of Commerce and Aerospace Futures Alliance on statewide initiatives to support and grow the aerospace cluster in Washington State
- KADA promotes Kitsap’s unique assets including skilled workforce, airport, logistics, and the largest (greenfield) heavy industrial site in the region – Puget Sound Industrial Center - Bremerton (PSIC-Bremerton) kitsapaerospace.com

Continue KEDA Investor Outreach (ORD)

- Continue outreach via KEDA board business relationships with goal of increasing private-sector funding to \$175K and increase number of private investors by 25%

Promote Kitsap as a Prime Puget Sound Business Location (COM)

- KEDA partners with local and regional media outlets to promote Kitsap as prime business location utilizing campaigns such as “KITSAP: More Community—Less Commute.”
- Uses multiple social media channels and digital tools to increase & optimize reach
- KEDA’s award winning multi-media campaign, KitsapConnected utilized, to promote economic opportunities throughout Kitsap by telling the story of Kitsap’s character, competitiveness, connectivity, and integral role in the Seattle region kitsapconnected.org

FINANCIAL RESOURCES

Development and Deployment

KEDA seeks to attain a competitive level of funding for its economic development programs consistent with the goals identified in the 20/20 Initiative commenced in 2007, and reaffirmed by the Kitsap Economic Development Alliance leadership in 2012. That level of funding is \$2+ per capita per year for a sustained period of time - a level consistent with best practices of the economic development community (IEDC, EDA, and WEDA). In Kitsap County, with a current population of approximately 265,000, this amounts to an estimated \$550,000 per year. We must be mindful that Kitsap’s population is projected to grow by 10% over the next ten years according to PSRC’s Vision 2040 Forecast. Our Alliance will need to increase its funding accordingly.

Funding at the \$600,000 level will enable KEDA to achieve its development potential and optimize market opportunities in Kitsap County. As KEDA leans into 2019 – it is within reach of its sustainable funding goals and expects to be able to achieve its full funding goals by 2020.

KEDA’s 2019 Strategic Plan is built on an annual operating budget of \$597,904.

KEDA’s current funding is supported by two “foundational funders”: Washington State Department of Commerce and Kitsap County, which together account for nearly \$200,000 of KEDA’s current funding. The balance of the current budgeted funding \$397,904 is projected to be derived from private sector investors and other local public sector partners in near equal amounts. General operating revenue includes event income, contributions in-kind, and grants, and funding dedicated to special projects such as KADA.

2019 Action Plan supported by the 2019 budget

Business Retention, Expansion & Recruitment (BRER)	65%	\$388,637
Marketing and Communications	25%	\$149,476
Organizational and Resource Development	10%	\$59,790
TOTAL	100%	\$597,904

Staffing: 3.5 FTE

2019 Performance Targets

QUANTITATIVE OUTCOMES

- ✓ \$50 Million new private capital investment
- ✓ 200 Kitsap companies assisted
- ✓ \$150 Million new business generated for clients
- ✓ 1500 jobs created/supported

QUALITATIVE OUTCOMES

- ✓ Grow KEDA private sector annual investment to \$170,000
- ✓ Maximize and leverage outcomes from PTAC, KADA, WMA, WMF, AFA, PNAA, WTIA, AWB, and Washington Department of Commerce programs
- ✓ Increase awareness of Kitsap County as a prime Puget Sound business location and competitive market opportunity
- ✓ Advance Kitsap’s role in the region via implementation of Central Puget Sound Economic Development District Comprehensive Economic Development Strategy (CEDS)



BUSINESS RETENTION, EXPANSION AND RECRUITMENT (BRER)

BRER: GOAL 1

Retain, expand, and assist primary businesses in Kitsap County

Provide confidential and direct assistance to new & existing primary businesses in Kitsap County

TACTICS

METRICS

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ol style="list-style-type: none"> 1. Increase contacts with primary businesses¹ throughout Kitsap County to identify and provide responses to challenges impeding their ability to expand & create jobs | <ul style="list-style-type: none"> ✓ 150 company visits/presentations ✓ 1500 jobs created/supported ✓ 200 companies assisted |
| <ol style="list-style-type: none"> 2. Improve coordination and service quality with other business assistance organizations and agencies as well as local jurisdictions; assist companies identified through research, direct referrals or inquiries | <ul style="list-style-type: none"> ✓ 225 information referrals/research for clients ✓ Brief local jurisdictions & partners quarterly or semi-annually as specified ✓ Review feasibility of purchasing/utilizing CRM (Customer Relationship Management) program for professional reports and tracking |
| <ol style="list-style-type: none"> 3. Increase visibility of services and assistance to start-ups and entrepreneurs | <ul style="list-style-type: none"> ✓ 35 start-ups provided assistance via referrals, direct assistance, introductions and other means of assistance information referrals/research for clients ✓ Collaborate on and promote Global Entrepreneurship Week ✓ Support and promote 6-Month Startup program |
| <ol style="list-style-type: none"> 4. Work via KEDA Technology Committee to identify and assist early stage and expanding Kitsap technology firms | <ul style="list-style-type: none"> ✓ Identify and contact five (5) early stage and expanding technology firms ✓ Provide direct assistance to ten (10) early stage technology firms ✓ Explore half or full-day tech symposium ✓ Host West Sound Innovators Meetups |
| <ol style="list-style-type: none"> 5. Identify small business trends in Kitsap; create & coordinate small business roundtable | <ul style="list-style-type: none"> ✓ Meet with targeted groups of small businesses ✓ Identify trends and potential (needed) actions |

¹ Primary businesses are defined as those where the majority of their product/service is exported out of the local jurisdiction

Provide confidential & direct assistance to new & existing primary Kitsap businesses *(continued)*

TACTICS

6. Leverage board contacts for new clients

7. Visit KEDA investors

8. Survey clients regarding business assistance needs

9. Support entrepreneurship and business startups

METRICS

- ✓ 15 client referrals
- ✓ 15 personal invitations to events such as Contracting Coffee Hour, Meetups and Tech Committee
- ✓ 10 new PTAC clients

- ✓ Schedule seven (7) visits per month²
- ✓ Follow up as relevant

- ✓ 10% response rate to survey
- ✓ Create white paper summary

- ✓ Collaborate with Olympic Tech Collective and 6-Month Startup on initiatives

Enhance efforts around existing and emerging primary clusters

TACTICS

1. Promote business opportunities and partnerships for local businesses in existing and emerging Kitsap clusters: Military and Defense, Maritime, Advanced Manufacturing, Emerging Technologies, Aerospace, Space, ICT, Healthcare and Business Services

METRICS

- ✓ Catalyze business relationship actions in identified clusters (meetings, introductions and brainstorming)
- ✓ Attend meetings of strategic partners in targeted industries
- ✓ Evaluate scope and feasibility of conducting research analysis for targeted clusters (such as healthcare)

Provide confidential direct assistance to new & existing primary businesses in Kitsap County

TACTICS

1. Expand [PTAC \(Procurement Technical Assistance Center\) Program](#) with increased workshops and forums; one-on-one assistance and business opportunities newsletters

2. As part of the [Kitsap Aerospace and Defense Alliance](#) (KADA) strategic plan, contact and educate local advanced manufacturing businesses regarding aerospace and defense opportunities in the expanding regional aerospace industry

3. Expand prime contractor relationships to increase PTAC clients as subcontractors

METRICS

- ✓ 50 active (returning) clients in PTAC program
- ✓ 25 new clients in PTAC program
- ✓ \$150M in government contracts for Kitsap PTAC clients
- ✓ Six (6) business opportunities (Biz Opps) emails sent
- ✓ Host/sponsor 20 business assistance workshops/forums
- ✓ Collaborate with Navy Small Business directors to host client meetings at KEDA office

- ✓ Five (5) Kitsap businesses assisted with opportunities in aerospace
- ✓ Identify and contact ten(10) Kitsap aerospace/defense businesses

- ✓ Host/sponsor 20 business assistance workshops/forums
- ✓ Three (3) open house/outreach events
- ✓ Assist five (5) prime contractors in identifying small businesses as potential sub contractors

² Total visits included in Tactic 1 reporting

BRER: GOAL 2

Enhance services to new and existing business clients in Kitsap County

Utilize technology and digital tools to provide more timely and relevant client services

TACTICS

METRICS

- | | |
|---------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Utilize skills, programs and tools to provide relevant property, demographic and business data | <ul style="list-style-type: none"> ✓ Implement CRM (Client Relationship Management) program for reporting and tracking ✓ Use <i>Community Systems InSite</i> digital tools (customized and embedded in KEDA website) for market research, data and analytics, and GIS tools |
| 2. Continuously scan for current and trending tools | <ul style="list-style-type: none"> ✓ Refine and execute social media marketing plan to showcase and promote Kitsap & Kitsap businesses |
| 3. Promote internship matching program | <ul style="list-style-type: none"> ✓ Update Internship Matching page on KEDA website ✓ Document five (5) matches of local students to Kitsap business internships |
| 4. Enhance and expand small business resources | <ul style="list-style-type: none"> ✓ Support Western Washington University on establishing Kitsap Small Business Development Center ✓ Collaborate with and support 6-Month Startup program |

BRER: GOAL 3

Maintain and enhance Kitsap business climate

Work with Kitsap jurisdictions regarding land use, comp plans, policies & procedures impacting business

TACTICS

METRICS

- | | |
|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Provide direct assistance in drafting economic development provisions in land use policies | <ul style="list-style-type: none"> ✓ KEDA recognized when appropriate as partner in planning or policy process ✓ Provide input as appropriate |
| 2. Participate as key member of West Sound Transportation Alliance (WSTA) | <ul style="list-style-type: none"> ✓ Provide suggested goals and implementation for West Sound Transportation needs |
| 3. Provide input regarding permitting codes, etc. to jurisdictions as warranted/ requested | <ul style="list-style-type: none"> ✓ Forward client concerns as appropriate (while maintaining client confidentiality) ✓ White papers or input on specific projects as needed |

BRER: GOAL 4

Recruit new primary business to Kitsap County

Focus on near-term growth opportunities such as defense contractors, energy efficiency and innovation, emerging technologies, maritime, sustainable technologies, aerospace supply chain, and targeted business expansions/relocations from elsewhere in the region/nation/world

TACTICS

1. Pursue firms identified via research and referrals in the following clusters: defense, maritime, ICT, aerospace, technology, and advanced manufacturing
2. Respond in timely and professional manner to all inquiries related to doing business in Kitsap
3. Create & maintain strategic market presence in region

METRICS

- ✓ 25 target firms
- ✓ Three (3) site visits from interested firms
- ✓ Outreach to three (3) site consultants in key markets
- ✓ Inquiries receive response within one business day
- ✓ Attend five (5) regional & international trade shows/events in targeted clusters
- ✓ 20% increased reach (documented) of KEDA online marketing presence
- ✓ Update and optimize online GIS based site selection tool featuring property and company comparisons, maps, and customizable community reports/data

KADA
KITSAP AEROSPACE
DEFENSE ALLIANCE

**KITSAP COUNTY
REGIONAL LEADER IN DEFENSE**

New Horizons in Aerospace

3400 acre manufacturing industrial center - largest greenfield site in Seattle region	Highest concentration of engineering talent in the Seattle region
Bremerton National Airport (PWT) 6200 foot all-weather runway, 15 air miles to Boeing Field and SeaTac	30 uncongested highway miles to I-5
Pad ready sites at Bremerton National Airport and throughout the county	Direct access to rail, deep water ports, international airports & interstate highways
Highly skilled workforce: CNC, Composites, Electrical and mechanical engineering	Proven defense supply chain in place

www.kitsapaerospace.com



KEDA Board of Directors

ORGANIZATIONAL & RESOURCE DEVELOPMENT (ORD)

ORD: GOAL 1

Board members engaged in meaningful

Enlist and engage KEDA Board of Directors in development of new opportunities

TACTICS

1. Keep KEDA board of directors well informed regarding Kitsap business intelligence, developments, climate and opportunities

METRICS

- ✓ Provide case updates within confidentiality parameters at quarterly board meetings
- ✓ Present timely topics as business briefings at quarterly board meetings
- ✓ Provide opportunities for board members to participate in site visits and presentations to jurisdictions
- ✓ Continued board development for strategic planning, organizational development and board relationships

Continue KEDA investor outreach

TACTICS

1. Continue outreach via KEDA board business relationships with goal of increasing private-sector funding

METRICS

- ✓ Engage board members in investor outreach
- ✓ Conduct regular site visits with KEDA investor/partners. Invite board members to participate
- ✓ Provide board members with tools and support for successful potential new investor outreach
- ✓ Private sector board members identify and contact potential new investors
- ✓ Increase annual private investment to \$170K
- ✓ Continue inviting KEDA investor/partners to business briefing portion of quarterly full board meetings

ORD: GOAL 2

Improve client services & enhance effectiveness via technology tools and staff development

Continuously improve KEDA team knowledge, skill sets and tools

TACTICS

1. Participate in industry training to improve skills, knowledge and abilities
2. Increase efficiency in case management and reporting
3. Increase efficiency in responding to data requests and other research

METRICS

- ✓ Increase economic development tools and tactics via webinars and suitable off-site training opportunities
- ✓ Research and implement CRM (Client Relationship Management) program for reporting and tracking by Q3
- ✓ Optimize and update [Community Systems InSite](#) digital tools (customized and embedded in KEDA website) for market research data and analytics, and GIS tools

ORD: GOAL 3

Increase staff productivity and accessibility via technology; and greater utilization of interns and volunteers

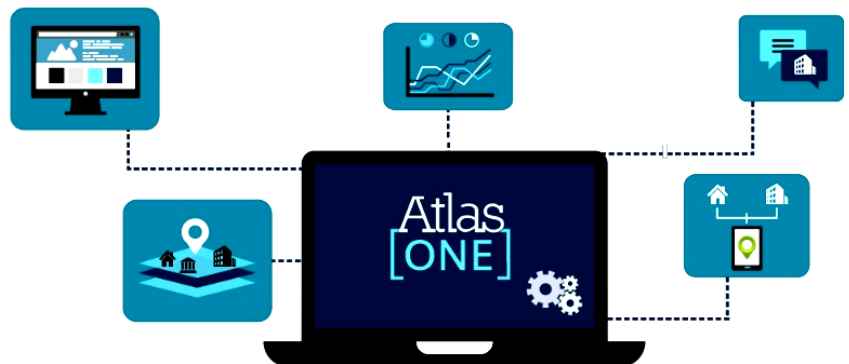
Improve staff accessibility and responsiveness

TACTICS

1. Increase efficiency in case management and reporting
2. Increase efficiency in responding to data requests and other research

METRICS

- ✓ Review feasibility of purchasing/ utilizing CRM (Customer Relationship Management) program for professional reports and tracking
- ✓ Utilize [Community Systems digital tools](#) (customized and embedded in KEDA website) for market research, data and analytics, and GIS tools



KITSAP ► more community, less commute



COMMUNICATIONS, OUTREACH AND MARKETING (COM)

COM: GOAL 1

Promote Kitsap
County as a prime
Puget Sound
business location

Create and deliver message regarding Kitsap as a prime Puget Sound business location

TACTICS

1. Manage and enhance KEDA's online presence via website, blog, and social media channels
kitsapeda.org
2. Partner with Sound Publishing, Puget Sound Business Journal (PSBJ) and Kitsap Peninsula Business Journal (KPBJ) to promote Kitsap as prime business location
3. Partner with West Sound Home & Garden (WSHG)/ Wet Apple Media to promote Kitsap as prime business location
4. Refresh **Work+Life** video portfolio
kitsapconnected.org

METRICS

- ✓ Research options for updating website to bring up to current IEDC standards
- ✓ Regular blog posts which are shared on KEDA social media channels (minimum one (1) post per week)
- ✓ Partner with Sound Publishing to implement digital marketing strategy
- ✓ Promote and highlight Kitsap via demographic profile and strategic ad placement in PSBJ *Book of Lists*
- ✓ Monthly ads and column in KPBJ
- ✓ Create & send regular news releases
- ✓ Coordinate with WSHG to identify Kitsap businesses for display ads with messaging that promotes benefits of doing business in Kitsap (6 per year)
- ✓ Explore opportunities in creating short video clips from existing videos for targeted messaging
- ✓ Videos promoted in multiple locations; results tracked & reported
- ✓ Kitsap as business location tracked via digital & print media sources

COM: GOAL 2

Promote business opportunities, foster regional relationships, and provide timely market intelligence

Distribute timely business information; and provide representation & leadership on regional boards

TACTICS

1. Continue to promote Kitsap's business opportunities and competitive role in region—*"Best Value in Seattle Market"*
2. Partner with Western Washington University Center for Economic and Business Research and others to provide market intelligence
3. Participate as active member of local, regional, state and national organizations impacting economic development and growth in the region

METRICS

- ✓ Distribute monthly news blasts
 - ✓ Promote and highlight Kitsap via demographic profile and strategic ad placement in *PSBJ Book of Lists*
-
- ✓ Annual Kitsap Top Employers Survey
 - ✓ Annual Economic Indicators Report
 - ✓ Economic modeling reports on an as needed basis
 - ✓ Utilize *Puget Sound Economic Forecaster* market intelligence
-
- ✓ KEDA staff & board members serve on boards & committees for local and regional partner organizations (e.g.; OWDC: Olympic College Workforce Development Advisory Committee; Kitsap Regional Library Foundation; Central Puget Sound EDD; WEDA; AFA, KADA; PNAA; WMA; WMF; and IEDC)

2018 FALL FORUM: MAKERS, DOERS & DREAMERS





**Business is Good
In Kitsap.**

COM: GOAL 3

**Highlight Kitsap
assets; increase
and optimize
business outreach**

Facilitate business outreach, networking & education events; and distribute timely business information.

TACTICS

1. Highlight Kitsap assets and businesses via annual events
2. Work via KEDA Technology Committee to increase awareness of industry trends and opportunities with a focus on expanding Kitsap technology firms
3. Identify small business trends in Kitsap; create & coordinate small business roundtable
4. Expand PTAC (Procurement Technical Assistance Center) Program with increased workshops and forums; one-on-one assistance and business opportunities newsletters

METRICS

- ✓ Host Economic Forecast, Fall Forum and Annual Meeting
- ✓ Co-host defense event
- ✓ Collaborate on and promote events during Global Entrepreneurship Week
- ✓ Support and promote 6-Month Startup program
- ✓ Convene half or full-day tech symposium
- ✓ Host *West Sound Innovators* Meetups
- ✓ Provide direct outreach and assistance to five (5) early stage technology firms
- ✓ Meet with targeted groups of small businesses
- ✓ Identify trends and potential (needed) actions
- ✓ Host/sponsor 20 business assistance workshops/ Contracting Coffee Hour forums
- ✓ Three (3) open house/outreach events
- ✓ Assist five (5) prime contractors in identifying small businesses as potential subcontractors



KITSAP ECONOMIC DEVELOPMENT ALLIANCE

EXECUTIVE LEADERSHIP



Monica Blackwood
Chair
CEO & President,
West Sound Workforce



Nathan Evans
Vice Chair
Principal Software Engineer,
Microsoft



John Powers
Secretary
Executive Director,
KEDA



Greg George
Treasurer
Board Chair,
Port Madison Enterprises

2019 KEDA BOARD OF DIRECTORS

EXECUTIVE COMMITTEE:

Monica Blackwood, Chair
CEO, West Sound Workforce

Nathan Evans, Vice Chair
Principal Software Engineer, Microsoft

John Powers, Secretary
Executive Director, KEDA

Greg George, Treasurer
President, Port Madison Enterprises
Board of Directors

Becky Erickson
Mayor, City of Poulsbo

Rob Putaansuu
Mayor, City of Port Orchard

Greg Wheeler
Mayor, City of Bremerton

Ed Wolfe
Commissioner, Kitsap County

DIRECTORS:

Cary Bozeman
Commissioner, Port of Bremerton

Jay Burghart
CEO, The Doctors Clinic

* Non-voting Members

** Pending confirmation

Dr. Marty Cavalluzzi
President, Olympic College

Jim Civilla
Commissioner, Kitsap PUD

Leonard Forsman
Chair, Suquamish Tribal Council

Mark Gulbranson*
Deputy Executive Director, Puget Sound
Regional Council

Marcus Hoffman
Commissioner, Silverdale Water Dist.

Kelsey Hulse
Sr. Local Government Affairs Rep, PSE

Larry Hurley
Partner, Hearthstone CPA Group

Lynette Ladenburg
CEO, Martha & Mary

Wes Larson
Principal, Sound West Group

Erin Leedham
General Manager, Kitsap Mall

Art Lovestedt
CEO, Evoke

Cindy Lucarelli
Council Member, City of Port Orchard

Chad Lyons
Owner, Lyons Painting & Design, LLC

Mary McClure
Commissioner, Port of Kingston

Kol Medina
Mayor, City of Bainbridge Island

Steve Politakis
CEO, Kitsap Bank

Chris Rieland
CEO & President, Pacific NW Title

Leslie Schneider
Council Member, City of Bainbridge Island

David Schultz
Market President, Peninsula Region
Harrison Medical Center

Ed Stern
Council Member, City of Poulsbo

Pete Thomas**
Vice President, Life Cycle Engineering

Angie Tomisser**
Interior Designer, Rice Fergus Miller

Mark Walsh
VP, Real Estate Investments, Olympic
Property Group

Terry Ward
Publisher, Sound Publishing

Eric Younger
Council Member, City of Bremerton

Jim Carmichael, Emeritus

KEDA STAFF

John Powers
Executive Director

Kathy Cocus
Business Development Director

Theresa Mangrum
Events, Marketing & Administration

Susan Veach
Accountant (Contract) PTAC Business Counselor PTAC (.5 FTE)

Mona Carlson
Contracting Specialist (Volunteer)

Terry Homburg
Contracting Specialist (Volunteer)